CHAPTER - II

CONCEPTUAL VISION
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2.1. INTRODUCTION

Job stress is a comparatively novel phenomenon of modern standard of living. It has turned into a regular component of work life. Job stress has a disastrous effect on the quality of life and the quality of work life. It can help us either in learning new things or grow or can cause significant problems. Thus, now stress has become a professional issue. Professionalism of stress has created an environment where the study and experience of stress has become ‘legitimized’ and one where "it is now more acceptable to admit to being stressed than it is to deny it". It has turned into the easy explanation for all ills that serves to obfuscate rather than clarify employee experience of work (Averil, 1989). By the way Jones and Bright (2001) emphasized that though this concept may have been useful in the past, today it is more of a hindrance than an aid to insightful analysis and understanding. Sutherland and Cooper (2000) emphasized that the use of the word stress is now so common that it is used interchangeably to refer to a state or condition, a symptom, or the cause of a state or a symptom. The effects of stress may be either positive or negative. Research evidence shows that stress is both helpful and harmful to task performance. Thus stress is both a friend and a foe (Batliwala, 1990).

Eustress or the positive stress means good things. Eustress denotes the presence of optimum level of stress in an individual which contributes positively to his
performance. It is healthy, positive and constructive outcome of stressful events and the stress response. An optimum level of stress is required for organizational productivity. Schafer (2004) has mentioned that positive stress helps us to respond quickly and forcefully in physical emergencies, in performing well under pressure, to prepare for deadlines, to realize potential over a period of years in athletics, academics and career, to push our limits and adds zest and variety to daily life. On the contrary distress or the negative stress means bad things or bad stress. This distress is influencing negatively and shows effects on individual, family and organization. It has harmful psychological and physiological effects on employees. It eases performance of the employees and thus leads to low productivity. Employee turnover, absenteeism and high labour cost are other symptoms of distress. According to Barden (2001) negative stress is becoming a major illness in the work environment, and it can debilitate employees and be costly to employers. Steers (1981) opined that, “Occupational stress has become an important topic for study of organizational behaviour for several reasons.”

a) Stress devours harmful psychological and physiological effects on employees,

b) It is a major cause of employee turnover and absenteeism,

c) It is experienced by one employee can affect the safety of other employees,

d) By managing dysfunctional stress, individual and organization can be managed more effectively.
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Stress needs to be managed in a systematic way. It can be managed both at the individual level and at the organizational level. It has become the responsibility of the organizations to identify the causes of stress experienced by the employees and negative consequences of stress on organization and individual and execute appropriate strategy as a defence against stress. It benefits both the employee as well as the organization. Employee will feel relaxed and organizational performance will enhanced.

2.2. HISTORICAL BACKGROUND OF STRESS

The origin of the word 'Stress' we find in the Latin word 'Stringere', which means 'to be drawn tight'. As early as in the fourteenth century, the term stress was used to denote hardship, straits, adversity, or affliction (Lumsden, 1981). In the seventeenth century the word was popularly used to mean hardship, strain, adversity or affliction. Hooke (Hinkle, 1973) used the word stress in the context of the physical sciences (now famous as Hooke's Law of Elasticity), although this usage was not made systematic till the end of the early nineteenth century. It was used in the eighteenth and nineteenth centuries to denote force, pressure, strain or strong effort with reference to an object or person (Pastonjee, 1999).

During 1920-1930s, the term was used in Psychology to refer a mental strain or unwelcome happening. Walter Cannon (1935) used it to refer to external factors that disrupted what he called "homeostasis". He observed that stressors could be emotional as well as physical. Cannon studied the effects of stress on human beings and animals in terms of the well-known "fight or flight" syndrome. Under duress, human beings tend to choose between two alternatives: the first is to
make all attempts to resist (i.e., fight) the environmental pressures that process emerge victorious. The second is to avoid the pressure (i.e., flight) through the use of a variety of defense mechanisms. This is their way of reducing the pressure. It was Walter Cannon who first elaborated on the physiological basis of stress. He observed that individuals experiencing extreme heat or cold, lack of oxygen or excitement tended to show increased levels of adrenaline secretion. He described such people as being under stress.

Hans Selye a scientist who also studied stress in terms of human and animal behaviour and extended the Cannons observations. It was Selye who first introduced the term “Stress” in Life Science in 1936. In 1975, Selye developed a model of stress by dividing stress into two categories i.e. Eustress and Distress. The term Eustress (Positive Stress) derived from the Greek word ‘eu’ which means good things whereas Distress (Negative Stress) derived from the Latin word ‘dis’ which means bad things.

As of the late 1960s, Selye’s conception started to be taken up by academic psychologists, who sought to quantify "life stress" by scoring "significant life events", and a large amount of research was undertaken to scrutinize links between stress and disease of all kinds. In 1967, Ricard Rahe developed the first questionnaire to assess the impact of stressful events experienced by individuals in the past. Richard Rahe (1967) and others established the view that stress is caused by distinct, measurable life stressors, and further, that these life stressors can be ranked by the median degree of stress they produce leading to the development of Holmes and Rahe Stress Scale. Thus, stress was traditionally
conceptualized to be a result of external insults beyond the control of those experiencing the stress. Enormous research studies showed that from 1990s, stress has become an integral part of modern scientific consideration in all areas of physiology and human functioning and one of the enormous images of Western life.

Latest research studies has shown that the psycho-social or stress risk factors can be found in hypertension, chronic fatigue syndrome, coronary artery disease, mental disorders, and a range of other illnesses. Further suppression of immune responses by the stress-related hormones may also provide chemical explanations of links between environmental and emotional pressures and susceptibility to diseases. Innovative tendency grew on stress in certain settings such as workplace stress, development of stress management techniques and the like.

2.3. MEANING OF STRESS AND RELATED TERMS

<table>
<thead>
<tr>
<th>Term</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stress</td>
<td>A psycho-physiological condition occurs due to a ‘perceived threat’. It is the psychological and physical state that results when the resources of the individual are not sufficient to cope with the demands and pressures of the situation.</td>
</tr>
<tr>
<td>Stressor</td>
<td>A thing or events that produce stress experience (physiological/psychological).</td>
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<tr>
<td>Strain</td>
<td>The person’s physiological and psychological response to stress.</td>
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<tr>
<td>Job Stress</td>
<td>A chronic disease caused by conditions in the workplace that negatively affect an individual’s performance and/or overall well-being of his body and mind.</td>
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<tr>
<td>Eustress</td>
<td>It (Greek eu means good) conveys the meaning of ‘good stress’- usually a result of desired wanted event-motivates us, activates us, inspires us for dynamic action generally accompanied with positive feelings e.g., joy, pleasantness.</td>
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<tr>
<td>Term</td>
<td>Meaning</td>
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<tr>
<td>Neutress</td>
<td>A neutral stress that is neither good nor bad in which we remain indifferent. It may not be a stress like condition. Thought of concern may occupy our mind but may not cause serious apprehension or arousal, may be in response to a new typhoon hitting barren land.</td>
</tr>
<tr>
<td>Distress</td>
<td>It (Latin word dis means bad) conveys most common &quot;meaning&quot; of stress usually undesired unwanted, accompanied with negative feelings e.g., sorrow, frustration, grief, may arise in situations such as failure, death of some loved one, inevitable catastrophe.</td>
</tr>
<tr>
<td>Hyperstress</td>
<td>It refers to excess of stress subjective felling of high stress, commonly accompanied with fatigue, strain, may be experienced when under time pressure; this specifies quantitative dimension of stress; may be an aspect of eustress or distress.</td>
</tr>
<tr>
<td>Hypostress</td>
<td>It means deficient stress; this also designates quantitative dimensions of stress, used to indicate amount of stress; may be an aspect of eustress or distress, may accompany with inertia dullness.</td>
</tr>
<tr>
<td>Acute Stress</td>
<td>Also called short-term stress; is the most common stress. This designates quantitative dimension-duration of the stress; may be an aspect of eustress or distress. This is usually a reaction to an immediate threat-may come from demands and pressures of the recent past or immediate future. Stressors such as noise, crowding, isolation, or infection may result in acute stress.</td>
</tr>
<tr>
<td>Episodic Acute Stress</td>
<td>This is similar to acute stress. The individual suffers from acute stress frequently. For example, some people are always in rush but always late and remain under stress time and again.</td>
</tr>
<tr>
<td>Chronic Stress</td>
<td>Also called long-term stress. This is an ongoing long-term stress situations that are not short lived. This also designates duration of the stress. This is generally a crushing stress; destroys mind, body and life - overall wellbeingness of the individual. Highly pressured work, strained long-term interpersonal relationships, long lasting loneliness etc. are a few examples of chronic stressors. The person does not see a way out; finds highly painful. Chronic stress may lead to violence-suicide, killings, or heart attack and the like.</td>
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2.4. DEFINITION OF STRESS

Beehr and Newman (1978) defines “Job stress is a condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning.”

The National Institute of Occupational Safety and Health (1999) defines stress as “The harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, needs of the worker”.

An eminent psychologist, Greenberg and Baron (2003) defines, “Stress as the pattern of emotional states and physiological reactions occurring in response to the demands within or outside an organization”.

Eminent behavioural scientist Stephen P. Robbins (2006) defined, “Stress is a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important”.

According to Sridhar Rao (2006), “Stress is a perceived state of disturbed harmony (homeostasis) produced by a stimuli. Condition or event called the stressor. The disturbance results from the person’s inability to meet the threats posed by the stressor or from his inadequacy to satisfy the demands imposed by
2.5. CHARACTERISTICS OF STRESS

Job stress is the general term applied to the pressures employee feel in their job. The occurrence of stress at work is almost inevitable in each and every type of job. Agarwal (2007) in his chapter “Employee Stress” has given the following nature and characteristics of stress:

(a) Stress may be the result of individual’s interaction with environmental stimuli. Such stimuli may be in any form, interpersonal interaction event and so on. The impacts of the stimuli produce deviation in the individual.

(b) Stress may result in any kind of deviation-physical, psychological or behavioural-in the person. The deviation is from the usual state of affairs. From this point of view, stress is different from anxiety which operates solely in the emotional and psychological sphere. Thus, stress may be accompanied by anxiety but it is more comprehensive than the latter.

(c) Stress can be either temporary or long term, mild or severe, depending mostly on how long its causes continue, how powerful they are, and how strong the individual’s powers are. If stress is temporary and mild, most people can handle it or at least recover from its effects rather quickly.

(d) It is not necessary that stress is always dysfunctional. On the contrary, there may be some stresses, called eustress, like stress for creative work, entrepreneurial activities, competition etc. which stimuli better productivity. It is only the dysfunctional stress, called distress, which is bad and must be overcome.
2.6. FACTORS OF STRESS

The factors that cause stress of an employee are called as stressors. It can be defined as the causes of stress, including any environmental conditions that place a physical or emotional demand on the individual (Khanka, 2005). Stress originates from a misfit between environmental demands and personal adequacies to meet these demands. Researchers like Motowidlo, Packard and Manning (1986) have classified the causes of stress into two broad categories: (a) Organizational stressors, (b) Life stressors. On the other hand Pestonjee (1992) has identified three important sources where stress emanates from. These are (a) Job and organizational (job description, work culture, interpersonal relationship and compensation offered), (b) Social sector (religion, caste, language, attitudes and beliefs of others, political and legal environment), and (c) Intra psychic sector (values, abilities, temperament, personality, needs, expectations and health). Agarwal (2007) has classified the main factors of stress as (a) Environmental factors (economic, political, and technological), (b) Organizational forces (task demands, role demands, interpersonal demands, organizational structure, and organizational leadership) and (c) Individual factors (family issues, economic problems and personality characteristics). From the above discussion the various causes of stress are classified into the following four broad categories.

2.6.1. Environmental Stressors

Environmental uncertainty influences the design of the organization’s structure. It also influences stress levels among employees in the organization. Changes in trade cycles create economic imbalances in the economy. When the economy is
contracting, people become increasingly anxious about their job security. For most people in the recent years, their weak financial position has forced them to do extra job or the spouse has had to join work to meet ever increasing ends. This situation reduces time for recreation, relaxation and family activities and thus cause stress. Political factors also contribute to job stress. Technology is another environmental factors contributing to job stress. New innovations, discoveries can make an employee’s skill and experience obsolete in a very short time, computers, automation and other improved forms of technological innovations pose a potential threat to many people and cause stress. Terrorism is another potential cause of environment induced stress in the 21st century. For instance, the terrorist attack on the World Trade Environment on September 11, 2001, opened a new dimension of terrorism-related stress for the Americans.

2.6.2. Organizational Stressors

Besides potential stressors that occur outside the organization, there are a few stressors which are associated within the organization itself. Although the organization is an association of individuals, there are varied macro-level dimensions that are unique to the organization which contain potential stressors. Ranganayakulu (2005) has explained the main causes of organizational stressors under the following headings:

(a) Organizational Policies: Unrealistic and unfair corporate policies will affect the functioning of individuals and cause stress. Ambiguous procedures, inflexible rules, rotating work shifts, frequent relocation of activities; arbitrary performances etc. are sources of stress.
(b) Organizational Structure: Successful functioning of an organization depends upon sound organizational structure. Division of work and grouping of activities form the basis of a sound organizational structure. Any defect in framing organizational structure will cause stress and employee’s behaviour will be affected. Excessive interdependence, line and staff conflicts, over specialization are the sources of stress causing disturbance.

(c) Work Environment: Lack of privacy, excessive noise, crowdy environment, pollution, poor lighting, absence of safety equipment, poorly designed office space and poor air quality cause stress physically and mentally to the employees.

(d) Job Characteristics: The individual is likely to experience stress if the job is too heavy, dull and boring. Also if the job demands frequent traveling and transfers, employee is likely to undergo stress. Some duties and responsibilities such as fire-fighter, or the police squad cause stress. Thus the nature of job often induces stress.

(e) Structural Factors: They refer to rules, regulations and systems which are not palatable to the individuals may act as stressors.

(f) Lack of Career Progress: Lack of career paths in organizations may be additional stressors. For aspiring managers, the lack of career progress can be a constant stressors resulting in the job burnout. Burnout is the condition where the employees see no relief or satisfaction and experience physical, emotional and mental exhaustion.
(g) **Task Demands:** Task demands are factors related to a person’s job. They include the design of individual’s job autonomy, task variety, degree of automation, working conditions and physical work layout. Assembly lines can put pressure on people when their speed is perceived as excessive. The more interdependence between a person’s tasks and the tasks of others, the more potential stress there is. Autonomy, on the other hand, tends to lessen stress. Jobs, where temperatures, noise, or other working conditions are dangerous or undesirable, can increase anxiety; so, too working in an overcrowded room or in a visible location where interruptions are constant.

(h) **Organizational Leadership:** Some executives establish a culture characterized by tension, fear and anxiety. They impose unrealistic pressures to perform things in short run, impose excessive tight controls and routinely fire employees.

(i) **Organization’s Life Stage:** Organizations go through different stages such as establishment, growth, maturity and decline. Organizations undergo different problems in different stages but the establishment and decline stages are stressful.

(j) **Lack of Participation:** Employees participation in decision making influences in reducing role ambiguity and role overload resulting in reduced noise.

(k) **Responsibility for People:** Less control over subordinates for whose actions managers are responsible is a concern of stress for managers.
2.6.3. Group Stressors

Ranganayakulu (2005) has explained the main causes of individual stressors under the following headings:

(a) **Lack of Group Cohesiveness:** Man is a social animal and has the tendency to work in groups. Lack of cohesiveness creates conflict and tension which serves as potential stressors for the employees.

(b) **Lack of Social Support:** Having friends to turn to in times of difficulty may help individuals perceive stressful events as less threatening and more under their control would otherwise be the case. Social support serves as an important buffer against the effects of stress. In the absence of social support employees do not take initiative which causes stress.

(c) **Conflict:** Conflicts arise between groups and individuals. The incompatibility in terms of needs and values among colleagues usually creates interpersonal conflicts. Likewise, variances in objectives and goals between groups lead to inter-group conflict.

2.6.4. Individual Stressors

(a) **Role Conflict:** An employee plays various roles in organizations. When employee face conflicting demands in discharging their roles, it is called 'role conflict'. Role conflict occurs in different systems like family, club, work organizations and voluntary organizations. They have to fulfil different obligations in different systems. They have to play different roles in different situations as such employee fail to fulfil the conflicting requirements and are put to heavy stress. The incompatibility between job
tasks, policies and rules cause stress. When two roles conflict with each other, it is called ‘inter-role conflict’. For example sales staffs in the Indian banking industry experience inter role conflict in trying to balance the needs of their bank and the needs of customers. Role conflict also occurs when an employee receives contradictory massages from different people about how to perform a job. It is called ‘intrarole conflict’.

(b) **Role Ambiguity**: Role ambiguity occurs when employees are uncertain about several aspects of their jobs. (For instance, duties, performance expectations, level of authority and other job conditions). This ambiguity tends to occur when people enter new situations, such as joining the organization or taking a foreign assignment, because they are uncertain about task and social expectations.

(c) **Role Overload**: It refers to the situation when the employee is expected to do too many things within a limited time, as part of the daily routine. Role overload put employees under stress and leading to related disorders.

(d) **Life Events**: Life events, such as the death of a spouse, divorce, injury to one’s family members etc. have dramatic effect on people.

(e) **Personality Traits**: Different people possess different kinds of personality. Individual characteristics of personality moderate the extent to which people experiences stress. That is why different people experience different levels of stress for the same stressors.
2.7. MODELS OF STRESS

A model presents a holistic image of the experience under study. Thus, a model of stress presents a visual image of the stress phenomenon in totality: the causal factors, the symptoms and the process and the end result (Khanka, 2005).

General Adaptation Syndrome (GAS)

Hans Selye (1956) developed a comprehensive model described the whole process of organism's reaction pattern of adaptation to chronic stress. Seley observed, our body responds to stress with a series of physiological reactions. This course of reactions bears the caption 'General Adaptation Syndrome' (GAS). It provides an automatic defense system to help people cope with external/environmental demands. The process has been described in three stages. The initial, is labelled as 'alarm reaction', the second is called 'resistance' and the third is known as 'exhaustion'.

Stage I: Alarm Reaction

In this stage, the perception of a threatening or challenging situation causes the brain to send a biochemical massage to various parts of the body that, in turn, make the defense mechanisms active. This stage is characterized by increased respiration rate; hear beat, blood pressure, muscle tension, adrenalin discharge and the like. At first, the individual's energy level/resistance capacity and coping effectiveness decrease in response to the initial shock. The extreme shock may result in incapacity of individual to cope with stress. In most situations, the alarm reaction alerts the person to the environmental condition and prepares the body for the resistance change.
Stage II: Resistance

The bodily signs characteristics of the alarm reaction disappear and the body has activated various biochemicals, psychological and behavioural mechanisms. In face of continued stress triggered defense system remains continuously activated; it has to work faster, harder and continuous. This means defense reactions to go on non-stop; so, stress is continued higher blood pressure level is also continued, it remains raised, breathing rate remains increased, and blood sugar levels too stay at higher side. Our body has a resistance capacity to some extent. As a result, the person’s resistance increases above the normal level during this stage. However, if the stress persists, or the defensive mechanism proves ineffective, the person’s organism deteriorates to the next stage of exhaustion.

Stage III: Exhaustion

People have a limited resistance capacity. When the resistance adaptation capacity is exhausted, the signs of alarm reaction reappear. Resistance level begins to decline abruptly. Finally, the organism gets collapsed.

The summary of the three stages of the stress response are given in the following table:

<table>
<thead>
<tr>
<th>The Response</th>
<th>What happens</th>
<th>The effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flight or fight</td>
<td>Red alert, body and brain prepare for action; extra energy released</td>
<td>Response to danger, meet it and return equilibrium</td>
</tr>
<tr>
<td>Secondary</td>
<td>Fats, sugars and corticosteroids released for more energy</td>
<td>Unless extra fats etc. Used up, then third stage moved into</td>
</tr>
<tr>
<td>Exhaustion</td>
<td>Energy stores used up</td>
<td>Serious illness leading to death</td>
</tr>
</tbody>
</table>

2.8. PARAMETERS FOR MEASURING STRESS LEVEL

There are several ways by which an organization can measure the levels of stress affecting their employees at workplace. In India, there are mainly two techniques which are widely used in measuring stress of levels of employees. The techniques are:

(a) Organizational Role Stress (ORS) Scale (discussed in Chapter – I),
(b) Occupational Stress Index (OSI).

Occupational Stress Index (OSI)

Occupational Stress Index as an instrument to measure stress level of employees was developed by Srivastava and Singh (1981). The index includes 46 times which measure 12 different types of occupational stresses.

(i) Role Overload
(ii) Role Ambiguity
(iii) Role Conflict
(iv) Group and Political Pressures
(v) Responsibility for Persons
(vi) Under Participation
(vii) Powerlessness
(viii) Poor Peer Relations
(ix) Intrinsic Improvement
(x) Low Status
(xi) Strenuous Working Conditions
(xii) Unprofitability
2.9. CONSEQUENCES OF STRESS

Stress produces a range of undesirable, expensive, and debilitating consequences (Ross, 2005) which affect both individuals and organizations. In organizational setting, stress is nowadays becoming a major contributor to health and performance problems of individuals, and unwanted occurrences and costs for organizations. Consequences of occupational stress can be grouped into individual level and organizational level.

2.9.1. On the Individual Level

Blake, Saleh and Whorms (1996) emphasized that there are three main subgroups of stress:

(a) **Unwanted feelings and behaviours**: Such as job dissatisfaction, lower motivation, low employee morale, less organizational commitment, lowered overall quality of work life, absenteeism, turnover, intention to leave the job, lower productivity, decreased quantity and quality of work, inability to make sound decisions, more theft, sabotage and work stoppage, occupational burnout, alienation, and increased smoking and alcohol intake.

(b) **Physiological Diseases**: Such as increased blood pressure and pulse rate, cardiovascular diseases, high cholesterol, high blood sugar, insomnia, headaches, infections, skin problems, suppressed immune system, injuries, and fatigue.

(c) **Psychological Diseases**: Psychological distress, depression, anxiousness, passiveness/aggressiveness, boredom, loss of self-confidence and self-
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esteem, lose of concentration, feelings of futility, impulsiveness and disregarding of social norms and values, dissatisfaction with job and live, losing of contact with reality, and emotional fatigue.

2.9.1.1. Job Stress and Burnout

Occupational stress is associated with burnout, which is considered a product of long term exposure to stress (Burke and Greenglass, 1994; Mearns and Cain, 2003). The term ‘Burnout’ was first introduced by Freudenberger (1974). It is a state of physical, mental and emotional exhaustion that often results from a combination of very high expectation and persistent situational stress. It describes a state of depletion of a person’s resources, particularly energy due to excessive demands on him/her as a result of which the individual becomes apathetic and impressive towards his/her work and other aspects of his/her life. It has been found to have dysfunctional repercussions on the individual and adverse effects on the organization. It may reflect in a continued dissatisfaction with the situation, ranging from mild boredom to severe depression, irritation, exhaustion, and physical aliment. The experience of too much pressure and too few sources of satisfaction can develop into a feeling of exhaustion leading to burnout (Golembiewski and Munzenrider, 1998). Burnout is an inner condition caused by various personal and organizational factors such as marital, legal, financial problems etc. As a result of these problems the employee will be helpless and changes his behaviour. This will affect the performance and lowers production and productivity. This in turn impinges on the workers’ welfare, making them less productive and less happy and dehumanization owing to technology advancement through mechanization and computerization. Thus automation
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reduces human interactions and causes burnout. However, burnout can be prevented with early detection, timely intervention, and enhancement of emotional intelligence (Sharma, 2007).

2.9.2. On the Organizational Level

Chen, Silverthorne and Hung (2006) categorised the consequences of occupational stress into two major subgroups:

(a) Organizational Symptoms: Organizational symptoms include discontent and poor morale among the workforce, performance/productivity losses, low quality products and services, poorer relationships with clients, suppliers, partners and regulatory authorities, losing customers, bad publicity, damage to the corporate image and reputation, missed opportunities, disruption to production, high accident and mistakes rates, high labour turnover, loss of valuable staff, increased sick-leave, permanent vacancies, premature retirement, diminished cooperation, poor internal communications, more internal conflicts, and dysfunctional workplace climate.

(b) Organizational Costs: Such as costs of reduced performance/productivity (lack of added value to product and/or service), high replacement costs in connection with labour turnover (increase in recruitment, training and retraining costs), increased sick-pay, increased health-care costs and disability payments, higher grievance and litigation/compensation costs, and costs of equipment damage.
As evident from the above, consequences of occupational stress, both on individual and organizational level, are a real cost to organizations. Because of its significant economic implications, stress is not only a huge burden (Ben-Bakr et al., 1995), but one of the fastest growing concerns to contemporary organizations, especially given the high levels of competition and environmental turbulence, which do not allow organizations to bear costs such as those caused by stress (McHugh, 1993). However, costs which are a consequence of stress are hardly ever assessed or calculated either in human or financial terms. Despite the apparent need for measuring costs of stress, it seems that to date relatively limited number of organizations estimated those enormous indirect costs.

Finally, it is important to stress that contrary to popular belief, stress can be associated with both pleasant and unpleasant events, and only becomes problematic when it remains unresolved (Erkutlu and Chafra, 2006). In other words, one could argue that not all stress is dysfunctional and that, in fact, stress is not inherently bad, while a limited amount of stress combined with appropriate responses actually can benefit both the individual and the organization (Chusmir and Franks, 1988). Namely, as low and high stress predict poor performance, and moderate stress predicts maximum performance (Yerkes and Dodson, 1908 in Sharpley et al., 1996) the total elimination of stress should not be aimed at.

2.10. EFFECTS OF STRESS

Work place stress affects the organization in various ways. Leka (2003) highlighted the evil effect of workplace stress under the following headings:

(a) Increasing absenteeism,
(b) Decreasing commitment to work,
(c) Increasing staff turn-over,
(d) Increasing complaints from clients and customers,
(e) Increasing unsafe working practice,
(f) Adversely affect staff recruitment, and
(g) Damaging the organizational image both among its workers and externally.

Ranganayakulu (2005) emphasised that distress is influencing negatively and shows effects on individual, family and organization in different ways. These are briefly discussed below.

2.10.1. Impact on Individual

The impact of distress has subjective, cognitive, psychological, and behavioural and health faces to it. The subjective effects of stress are feelings of anxiety, boredom, nervousness, depression, fatigue, anger, irritation and aggressiveness on the part of individuals experiencing stress. The cognitive effects include poor communication, inability to take decisions. The psychological effects can be observed through increased heart and pulse rate, high blood pressure, dryness, smoking and the like. The manifest health effects could be stomach disorders, asthma and other psychological disorders. The individual cannot function effectively and his performance will decline. It is projected that around 75% of the employee’s sickness is due to workplace stress (Greiff, 2009). The MIND Survey (2005) estimated that between 30-40 per cent of all sickness and absence from work are attributable to mental and emotional disturbance.
2.10.2. Impact on Family

Distress has dysfunctional effects on family. The individual consumes food excessively and do not attend the work place. Spouse abuse and children abuse will take place in family. Stress increases heavily if both (wife and husband) are employed. Additional stress is experienced while handling the personal, social and cultural dilemmas of balancing work and family, discharging parenting responsibilities, handling competition at the work place and within the family. Datta (2006) reported that, in a survey covering 4000 women across 5 metros in India, over 80% of the respondents reported that they felt guilty for not spending enough time with their families.

2.10.3. Impact on Organization

Dysfunctional effects of stress are many. The adverse consequences include low performance and productivity. The employees frequently change the organizations and resort to high rates of absenteeism and turnover. Destructive and aggressive behaviour result in strikes and sabotages. The stress experienced by employee causes inconvenience to customers and clients too. An employer, put to distress may face in accidents at work place and cause wastage of time and materials. Employees stress at work may cost the firm by way of poor-reputation, loss of business, declining assets and the like. A study conducted by the Confederation of British Industry (CBI, 2000), projected that during 1999, the overall cost to the firm due to absenteeism alone was 10.5 bn. It also said that about 30% of workforce was absent due to stress related illness. According to
American Institute of Stress (AIS) studies, substituting normal worker, nowadays, costs between $3,000 and $13,000 to the company (Greiff, 2009).

2.11. JOB STRESS AND TASK PERFORMANCE

Research evidence proved that organizational stress lowers the productivity of an employee and the productivity of the entire organization. Stress, in the negative sense, is the root cause of all problems. Alternatively, in the positive sense, is the galvanizing force for all creative and constructive activities in an organization. Absence and too low level of stress does not stimulate the employee to work more or/and perform better. Instead of it, increasing research evidences shows that increase in stress level till its mild or optimum level serve as a stimulus to activate employee to respond to the challenges of task and, in turn, facilitates employee's task performance. Such mild or optimum level of stress is known as eustress. An optimum amount of stress acts as a catalyst to the work done (Dutta and Singh, 2010). People in certain jobs such as journalists and television announcers, who work under time pressures, would seem to benefit from a mild or optimum level of stress. Newstrom and Davis (1998) have compared the relationship between stress and performance with that of strings and music on a violin, just as either too little or too much tension on the strings does not produce suitable music and the violin strings need to be readjusted to accommodate the changing conditions, such as increased humidity, either too low or too high stress level interfere with employee's performance and, therefore, stress level needs to be periodically adjusted and moderated. Generally, the relationship between stress and performance on many tasks is believed to be curvilinear.
Research evidence has examined the relationship between stress and organizational productivity with the help of Inverted-U shaped curve. The logic underlying the inverted-U is that low to moderate levels of stress stimulate the body and increase its ability to react. Individuals then often perform their task better, more intensely, or more rapidly. When there is no stress, job challenges are absent and performance tends to be low. As stress increases, performance tends to increase, because stress helps a person call up resources to meet job requirements. It is a healthy stimulus that encourages employees to respond to challenges. Eventually, stress reaches a plateau that corresponds approximately with a person’s top day-to-day performance capability. At this point, additional stress ends to produce no more improvement. But too much stress places unattainable demands or constraints on a person, which result in lower performance. This inverted-U pattern may also describe the reaction to stress over time, as well as to changes in stress intensity. That is, even moderate levels of stress can have a negative influence on performance over the long term as continued intensity of the stress wears down the individual and saps his or her energy resources.

**Figure - 2.1: Job Stress and Task Performance**

![Inverted-U relationship between pressure and performance](Source: www.mindtools.com)
The above diagram depicts that as stress increases, the productivity of the employees also increases at the optimum level and this is the area of best performance. At this level, the employee is able to focus on the task and perform well. There is enough pressure on employees to focus his/her attention but not so much that it disrupts the performance. According to Professor Mihaly Csikszentmihalyi of Chicago University, the area of best performance is referred to as a state of ‘flow’. He adds that in this region, people get completely involved with work, without feeling bored. Stress and tension do not crowd the mind and anxieties do not interfere with the thought process, hence skills are used to their utmost potential. The levels of creativity, efficiency and job satisfaction are the highest in this region. It is in this state of ‘flow’ that the most powerful speeches are made the best software and the most artistic or athletic work delivered. But when stress becomes too great, performance tends to decline. The employee loses ability to cope with it, becomes unable to make decisions, and is erratic in behaviour. Finally when stress increases to a breaking point, performance tends to zero; the employee has a breakdown, becomes too ill to work, is fixed, quite or refuses to come to face the stress.

2.12. PRACTICES OF MANAGEMENT OF STRESS

2.12.1. Approaches to Stress Management

Mishra (2007) in her paper entitled “Stress Management” has emphasized that there are three important approaches to manage stress of employees. The approaches are described below:
(a) Action-Oriented Approach:

An action-oriented approach work on solving the problem which causes stress. It may include either changing the environment or the situation.

(b) Emotional-Oriented Approach:

In case where it is not viable to change the situation, this approach helps in changing the interpretation of the situation and the perception about it. This approach is subtle but plays an effective role in managing stress. When no action can change a situation, people need to change the way they look at that situation which causes them stress.

(c) Acceptance-Oriented Approach:

When a problem cannot be solved either by taking the right action or by controlling the emotion, what is needed is the situation to be accepted as it is. For instance, the death of loved one in a family has to be accepted as it is.

2.12.2. Strategies to Stress Management

From the organization’s stand point, management may not be concerned when employees experience low to moderate level of stress; because, it is such levels of stress can be functional and lead to higher employee performance. But high levels of stress, or even low levels of stress sustained over a long period of time, can lead to reduced employees' performance and thus require action by management. Research evidence proved that an optimum amount of stress may benefit an employees’ performance. From an individual’s perspective, even low levels of
stress are possible to be perceived as undesirable. It is not doubtful, therefore, for employees’ and management to have different philosophies of what constitutes an acceptable level of stress on the job. There are two types of strategies available that can be used to reduce stress such as organizational strategies and individual strategies. These are discussed below:

2.12.2.1. Organizational Strategies

Organizational stressors are controlled by management. Through the following strategies stress can be moderated.

**Employee Assistance Programme (EAP):**

Employee Assistance Programme refers to the provision of employee counselling services by an organization. Such programme deal with various issues like personal problems, career planning, financial and legal problems. Today, the most common form of EAP is counselling of mental health among employees with special emphasis on alcoholism and drug addiction. In recent days, e-therapy or counselling assistance program are gaining popularity; employees are communicating with trained counsellors about psychological problems of the employees.

**Breaks:**

Providing breaks in the workplace is a very common practice. The employer should punctuate laborious work routine with intermissions and breaks. Break at work is nothing but a period of time during a shift in which an employee is allowed to take time off from his/her job. There are different types of breaks, and
depending on the length and the employer's policies, the break may or may not be paid. Lunch breaks, restroom break, coffee break, and snack breaks are the most common types of breaks in recent days.

**Empowerment:**

Employees' support depends on employee involvement in the decision-making process of the organization. Employees' feeling uncertain about their goals, expectations, performance evaluation and a like will undergo stress. So employees should be given opportunity to know about what affects him. Hence managers should encourage employee participation in decision-making to avoid after effects such as tension and stress. Steven, Glinow and Sharma (2007) observed that one of the most powerful ways to remove workplace stressors is to empower employees so that they have more control over their work and work environment. Empowerment is helpful for creating team-work in the workplace.

**Financial Counselling:**

The schemes of financial counselling have a significant effect on the employees' behaviour. Equitable performance appraisal and reward system is the need of the hour. Employees' performance and work should be recognized, appreciated and rewarded. Rewarding and recognizing the work of employees help them to manage the situation and motivates others to work hard to get the same kind of reward and recognition. This will reduce stress and tension and develop enthusiasm and a sense of dedication, which is stress fighting phenomenon.
Seminar and Workshop:

Now a day’s most of the organization is conducting stress management seminar and workshops in national and international level. The main aim of such type of programme is to create awareness among the employees and provide guidelines about the mental health and well-being of the employees. Top level manager of the organization can give lecture and counselling on social, personal and organizational problems and can provide recommendation to mitigate the problem of stress.

Alternative Schedule:

Alternative schedule, part-time or time off for family are also helpful strategy to mitigate the problem of job stress. Employees need to take time-off from the job to reduce the incidence of stress; now organizations are offering programs that provide employee flexibility so that employees are given time off from their job. Stranks (2009) has emphasized that there is a need to examine the current work schedules of the organizations with a view to increasing their flexibility and setting down the agreed working periods. Now, the organizations are adopting work schedules to create a family-friendly work environment. An absence control programs are helpful since they allow employees to take time off, before problems crop up or aggravate to discontent among employees.

Health Insurance:

Almost all the organization is providing various types of health insurance products to ensure employee well being. It has become imperative for organizations to allocate an appropriate budget for the organization’s health care
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plan. Organization can also stretch a little further and offer healthcare covers to their employee's families. This helps ease a lot of emotional and financial burden which individuals go through. Some of the important health insurance products that are providing the organization include providing basic hospitalization cover, hospitalization expenses, domiciliary expenses, ambulance costs, maternity expenses, health check up's and the like.

Assistance with Child Care:

Assistance with child care is one of the important work-life balance initiatives of the corporate sector. Research evidence proved that child care support reduces stress because employees are less rushed to drop off children and less worried during the day about how well they are going. A survey conducted in America reveals that nearly one-quarter American employees have on-site or subsidized child care facilities.

Assigned Parking:

Parking or parking lot or car park is a cleared area that is intended for parking vehicles. Providing parking facilities for the safeguard of employee’s vehicle, at or near to the workplace, is a common practice of the corporate sectors. Now companies are providing parking facilities near to the workplace.

Wellness Program:

Wellness programme focus on the employee’s overall physical and mental health in an organization. Management should organize programmes to increase health awareness among employees. The employees are personally responsible for their
mental health and physical wellness. Offering wellness programme to employees encourage them to work hard stress free. Research studies indicate that around 56% of today’s large companies have wellness programs which involve workshops, orientation programs, etc., to help people quit smoking, control alcohol use, lose weight, eat better and develop healthy lifestyles (Banerjee and Banerjee, 2007). Nuthan and Christopher (2007) reported that Park Place Entertainment Corporation in Las Vegas introduced a wellness program in which its 19,000 employees have free access to a wide array of wellness classes, individualized health appraisals along with health and disease prevention information.

Access for Disabled:

Provision for access for disabled employees is always welcome. There should be provision to workers with special needs. Organization should make reasonable adjustments where working arrangements of a workplace cause a substantial disadvantage for a disabled employee in comparison with those who are not disabled. Organization should take appropriate steps in the areas covering altering working hours; time off for rehabilitation; transferring the disabled person in suitable works; providing special training programme; and adjusting the premises etc.

Stress Management Training (SMT):

SMT refers to training programmes designed to provide employees with better coping skills, for example, through meditation, biofeedback, muscle relaxation, art of living and stress inoculation. Arora (2009 reveals that SMT is employed by
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organizations as away to get employees to either work through stress or to manage their stress levels, which can lead to higher instances of burnout. Skill training includes time management and conflict reduction and strategies for developing leadership, delegation and communication styles. Sukumaran (2012) emphasized that stress management training programme in workplace are preventive in nature; associated more with health and wellness of employees.

**Flexi Time:**

Flexi time is the family-friendly initiative of the organization. Flexible work time of the organization also reduce the stress of employees. A number of organizations are flexible in terms of working hours, days and amount of time employees’ have to work. It includes activities such as giving employee freedom to re-arrange their work schedule to accommodate family events. The introduction of flexi-time aims to meet the diverse needs of work force. Grover and Crooker (1995) mentioned that employees are more attached to organizations with family friendly policies, regardless of the extent to which they might personally benefit, because offering assistance to employees in need, symbolizes a concern for employees. Flexi time will definitely develop the positive attitude of employees towards their jobs.

**Ergonomics:**

Ergonomics implies relationship between employee, the equipment and the physical environment or simply the man-machine system. It seeks to create working environments in which employee receive prime consideration and is an important element in the consideration of human factors at work (Stranks, 2009).
Thus, tasks in the organization should be clearly defined taking into account ergonomic principles and with a view to reducing physical and mental fatigue of the employees. Matching the employee to the job will ensure that he/she is not overloaded, and that he makes the most effective contribution to the organization.

**Job Redesign:**

Job redesign is a stress reduction or intervention programme. Re-designing jobs to give employees more responsibility, more meaningful work, more autonomy and increased feedback can reduce stress, because these factors give the employee greater control over work activities and lesser dependence on others. But this fact is also true that not all employees want enriched jobs. The right job design, then, for employees with a low need for growth might be less responsibility and increased division of labour.

**Stress Audit:**

Organization should undertake timely stress audit at all levels to find out the stress area improving conditions of job and suggesting remedial ways and means for introducing desired changes and modifications made in organizational activities and practices. With a view to strengthening the banking sector, the Reserve Bank of India (2007) has suggested the banks to formulate 'stress tests' as part of the risk management exercise to safeguard against possible danger to their solvency.
Communication System:

Stress may be the results of defective communication system of the organization. The organization should develop an effective interpersonal relationships, and effective communication system which definitely motivate the employees and result in high involvement in the job. Employee perceptions should be alerted meaningfully by proper and timely communication of rules, regulations, procedures and policy changes of the organizations. Research evidence proved that the management by formal communication system can reduce the role ambiguity and role conflict among employees.

2.12.2.2. Individual Strategies

"Stress Management is the ability of an individual to manage the perceived pressures they face on a day to day basis. This may be through a variety of techniques including reducing or reappraising the pressures and enhancing coping ability and resources." -Karan Raj

Physical Exercise:

Regular exercise is one of the best ways to manage stress. Research studies proved that physical exercise reduces the physiological consequences of stress by helping employees lower their respiration, muscle tension, heart rate, and stomach acidity. Activities like walking, playing, jogging, and riding; bicycling and swimming bring change in his mental outlook. Yoga and meditation are encouraged to reduce the stress at work place. Yet times relaxation, getting mind off the work, enhanced self-esteem will reduce mental stress. Individuals who are busy with work can go away from place of work for few days to spend time with family members elsewhere; it will reduce tension, strain and stress.
Confront the Problem:

One of the effective ways to deal with job stress is to confront the problem at work when an employee is fresh. An employee should be warmed up in their work place for taking up the daily duties and responsibilities because this will help them to put gist for the daylight hours. Warming up always prepare an employee to gear the pressure in an efficient way and hence helps in plummeting mental pressure.

Take Time Out:

The dictionary meaning of the term 'take time out' means to stop an activity temporarily. Taking time out or taking a break after accomplishment of enormous tasks; helps an employee in removing his attention from pressures of work and paves way for draining of pent up tensions.

Self-Control:

Self control implies one’s ability to control the situation instead of letting the situation control them. By consciously managing the antecedents and the consequences of their own behaviour, an employee can have self-control to handle the circumstances. Understanding the behaviour in order to minimize the stress, an employee can become more aware of their limits and bindings prevailing in the workplace.

Yoga and Meditation:

Yoga and meditation which are of the Indian origin, also affect the psychology of employees. Agarwal and Verma (2010) have reported that meditators were less
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anxious than non-meditates. Yoga is, according to Patanjali, a “suspension” of the functions of the mind. Yoga can help managers to lead a stress free life and be more effective. Yoga teaches us to follow a set of behaviours called ‘yam’ and ‘niyam’. Both ‘yam’ and ‘niyam’ are guidelines for an enlightened lifestyle. Lack of adherence to these guidelines lessens the positive effects of yoga on the physical, psychological and spiritual well being of managers. Closely related to yoga is ‘Aasan’ that also helps reducing the debilitating effects of stress and tension of life. Meditation relates to psycho-spiritual processes. Meditation is one step further to concentration. While concentration focuses on an object, meditation opens it. Meditation, both self and external world blend together harmoniously. Research has proved that both concentration and meditation have positive effects on physiological, psychological and spiritual processes which buffer stress.

Work Home Transition:

This technique advises an employee to reach home relaxed at the end of day’s work. The employee may review the day’s work completed before he goes home. He can plan for tomorrow’s work at the end of the day’s work so that he can be comfortable in his next day’s work. It calls for a change in thinking, life style and personal values. This would be especially difficult for the workaholic to get adjusted to, but when practised, will offer rich dividends to the employee in terms of an enhanced overall quality of life, increased productivity, and good health and happiness.
Open up to others:

One must express his/her feelings, emotions, fears and frustration verbally in the presence of others who care for them. This reduces the stress and provides relief from the stress for the moment and individual feel relaxed. Talking freely about the problems and making others understand the situations, reduces tension and desensitize the person to accept the experience to face such situation and thereby helps to maintain the integrity into oneself.

Take it out on some one:

When employee (few of them) feel stressed due to work pressure they may take it out on someone else especially to colleagues. This happens because of the fact that the employee are angry, upset, tired or exhausted due to the workload. The reason of taking out on others is considered to make relief oneself from the stress even though it is not the fault of that person whom stress are imposed. But this should not be considered as a positive stress management strategy.

Advance Planning:

Whatever shall be, will be is the attitude of many. They do not plan the life and effort whenever the problems occur in some-way or the other. Many times people face situations which induces stress because they do not plan or do bad job of planning. Hence planning reduces the stress.

Listening Music:

Music of various kinds like classical, semi-classical and modern which are intended to create inspiration, relaxation, and positive feelings, often used by
stressed employees as a method of stress management or to create a peaceful atmosphere in their home or other environment. Research studies proved that listening to music have a tremendously relaxing effect on our minds and bodies, especially slow, quiet classical music. Music has a beneficial effect on physiological functions, slowing the pulse and heart rate, lowering blood pressure, lowering anxiety, removing depression, and decreasing the levels of stress hormones.

**Relaxation:**

Relaxation is a related method of managing stress. It refers to a state or condition where the individual is detached from both the immediate environment and body sensations, 15-20 minutes a day of deep relaxation provides person peacefulness. Some important techniques of relaxation are meditation, bio-feedback and passive attitude by which one can eliminate stress. Significant changes in heart rate, blood pressure can be had from deep relaxation methods.

**Time Management:**

Time management can allow us to spend more time with our family and friends and possibly increase our performance and productivity. This will help reduce our stress level. Book et.al. (2009) in their paper has mentioned the following time management principles:

(a) Save time by focusing and concentrating, delegating, and scheduling time,

(b) Keeping record of how much we spend in our time, including work, family and leisure time,

(c) Prioritize time by rating tasks by importance and urgency,
(d) Deal with procrastination by using a day planner, breaking large projects into smaller ones, and setting short-term deadlines.

**Social Support:**

Social support is the comfort, assistance, or information one receives through formal or informal contacts with individuals or groups. In some situation, where an employee is not able to cater the demands of the workplace and the job, some words of support from the supervisor and colleagues can greatly help him alleviate his stress level. In addition, if a person finds that he is not qualified or trained enough to carry out his job responsibility, he can seek training from the professional experts. Mentoring is an outstanding example, where a junior-level employee is attached to a senior-level employ to help him in times of distress (Singh, 2010). Talking to supervisor, colleagues, professional experts, friends, and family members will afford a means when stress levels are extreme. Research evidence proved that, someone to hear the problems gives a more objective perspective of the situation; that social support moderates the negative effects of stress on personal well-being.

**Smoking and Alcohol Abuse:**

Smoking and alcohol abuse are the behavioural symptoms of stress. Stress can result in an increased amount of smoking and alcohol consumption by individuals. Research studies indicate that both smoking and alcohol abuse are the true addiction of young generation which are termed as the unhealthy coping strategy. Hence, the smoker and alcoholic should be encouraged to obtain
medical help and advice. Because, it has negative impact over the family and relations, job losing, and more importantly it causes physical and mental disorders.

**Stress Management through Promotion of Mental Health:**

M - Money Management, Minimize needs, Meditation,

E - Earnest Expectations enjoy the work you do,

N - Avoid Negative thinking,

T - Try to be happy today,

A - Accept and Adopt reality,

L - Avoid Loneliness,

H - Develop good Hobbies,

E - Live in good Environment, Express yourself clearly,

A - Be Active and have positive Attitude,

L - Try to learn more and manage Life,

T - Have realistic Targets and Tackle one at a time,

H - Maintain Healthy life style.

2.13. PRESENT BANKING SCENARIO IN INDIA

The banking sector is the sustenance of any contemporary economy. It is one of the significant financial pillars of the financial system, which plays a vital role in the achievement or failures of an economy. Banks are one of the eldest financial intermediaries in the financial system. They play a vital role in the mobilisation
of deposits and disbursement of credit to diverse sector of the economy. The banking system shoots the economic efficiency by mobilising savings and allocating them to high return investment. Research activities confirm that countries with a well developed banking system grow faster than those with a weaker one. The banking system reflects the economic health of the country. The strength of economy of any country fundamentally hinges on the strength and efficiency of the financial system, which in turns, depends on a sound and solvent banking system. A sound banking system efficiently deploys mobilised savings in productive sectors and a solvent banking system ensures that the bank is capable of meeting its obligation to the depositors. The banking sector is dominant in India as it accounts for more than half the assets of the financial sector (Pathak, 2004).

2.13.1. Origin of the term

The term ‘bank’ derived from the Italian word ‘banco’ which means "desk or bench", used during the Renaissance by Florentine bankers, who used to make their transactions above a desk covered by a green tablecloth. In fact, the word traces its origins back to the Ancient Roman Empire, where moneylenders would set up their stalls in the middle of enclosed courtyards called ‘macella’ on a long bench called a ‘bancu’, from which the words ‘banco’ and ‘bank’ are derived (http://en.wikipedia.org/wiki/Commercial_bank).
2.13.2. Development of Banking Sector in India

The development of Indian banking sector has the following three phases:

Phase-I:

The origin of banking sector in India traced back to Vedic times (2000 to 14000 BC). Indigenous bankers and money lenders have played a vital role for centuries. Modern banking in India emerged between the eighteenth and the beginning of the nineteenth centuries when European agency houses erected a structure of European controlled banks with limited liability. In 1683, the first bank was set up in Madras by the officers of East India Company. Between 1770 and 1850, agency houses established Bank of Hindustan, Commercial Bank, Bank of Calcutta (June 2, 1806) and Bank of Bombay (April 15, 1840). Later, Commercial Bank and Bank of Calcutta merged to form Union Bank. Three Presidency Banks: Bank of Bengal (January 2, 1809), Bank of Bombay (April 15, 1840) and Bank of Madras (July 1, 1843) were amalgamated into the Imperial Bank of India (January 27, 1921). The Imperial Bank acted as a banker to the government until the establishment of the Reserve Bank of India in 1935. In 1865, Allahabad Bank was established and first time exclusively by Indians (Pathak, 2004).

The rapid boom of investment in the 1900s, led to the emergence of leading joint stock banks such as the Punjab National Bank (1895), Bank of India (1906), Indian Bank (1907), Bank of Baroda (1909), Central Bank of India (1911), and the Union Bank of India (1919). The Reserve Bank of India was established in
April 1, 1935 by the Reserve Bank of India Act, 1934 \textit{(Annual Report of RBI, various years)}.

\textbf{Phase-II:}

After independence the Government of India took major steps in the banking sector reforms. The Imperial Bank was nationalised under the State Bank of India Act (1955). The State Bank of India was established on July 1, 1955. This striking is the opening of the first phase of nationalisation of banks (\url{www.indiamart.com}). The key objective of nationalisation was extending banking services on a large scale basis, predominantly in rural and semi-urban areas of the country. The State Bank of India Act (1959) enable the State Bank of India to take over seven former state-associated banks as its subsidiaries later named Associates. These seven associates of State Bank of India are State Bank of Bikaner and Jaipur (1963), State Bank of Hyderabad (1941), State Bank of Indore (1960), State Bank of Mysore (1913), State Bank of Patiala (1917), State Bank of Saurashtra (1950) and State Bank of Travancore (1945). Industrial Development Bank of India was established in July 3, 1964. In 1969 fourteen major banks were nationalised for instance Central Bank of India, Bank of Maharashtra, Dena Bank, Punjab National Bank, Syndicate Bank, Canara Bank, Indian Bank, Indian Overseas Bank, Bank of Baroda, Union Bank, Allahabad Bank, United Bank of India, UCO Bank and Bank of India. On April 15, 1980 six more commercial banks such as Andhra Bank, Corporation Bank, New India Bank, Oriental Bank of Commerce, Punjab & Sind Bank and Vijaya Bank with deposits of Rs. 200 crore were nationalised. (\url{www.rbi.gov.in}).
Phase-III:

The third phase of banking has introduced various products and facilities. The Narasimham Committee (1991) worked for the liberalisation of banking practices in India. As a result of it, India is swarming with foreign banks and their ATM counters. Efforts are being put to give a satisfactory quality service to customers. Telephone banking, online banking, mobile banking and video banking have been introduced. The whole systems become more suitable and speedy. (www.rbi.gov.in).

The following are the steps taken by the Government of India to Regulate Banking Institutions in the country (www.rbi.gov.in):

(i) **1949:** Enactment of Banking Regulation Act

(ii) **1955:** Nationalisation of State Bank of India

(iii) **1959:** Nationalisation of SBI subsidiaries

(iv) **1961:** Insurance cover extended to deposits

(v) **1969:** Nationalisation of 14 major banks

(vi) **1971:** Creation of credit guarantee corporation

(vii) **1975:** Creation of Regional Rural Banks

(viii) **1980:** Nationalisation of six banks with deposits over 200 crore

(ix) **1991:** Liberalisation of banking practices
The following figure depicts the scheduled banking structure in India (as on 2010):

Figure – 2.2: Scheduled Banking Structure in India

Source: www.rbi.gov.in

2.13.3. Definition of Bank

Bank is a commercial institution that takes deposits and extends loans. Banks are concerned mainly with making and receiving payments on behalf of their customers, accepting deposits and making short-term loans to private individuals, companies and other organizations. However, they also provide money transmission services and in recent years have diversified into many areas of financial services. Section 5(1) (b) of the Banking Regulation Act (1949) defines "banking" as the accepting, for the purpose of lending or investment, of deposits of money from the public, repayable on demand or otherwise and withdraw able
Section 5(1) (c) defines, “banking” as, any company which transacts the business of banking in India. However, the acceptance of deposits by companies for the purpose of financing their own business is not regarded as “banking” within the meaning of the act. The essential characteristics of the banking business as defined in section 5(b) of the Banking Regulation Act (1949) are:

(a) Acceptance of deposits from the public.

(b) For the purpose of lending or investment.

(c) Repayable on demand or otherwise.

(d) Withdrawable by means of any instrument whether a cheque or otherwise.

2.13.4. Scheduled Commercial Banks

Scheduled Commercial Banks are those included in the Second Schedule of the Reserve Bank of India Act (1934). A commercial bank also known as business banking and may be defined as, a financial institution that accepts cheque-able deposits of money from the public and also uses the money with it for lending. It is a financial institution dealing in money in the sense that it accepts deposits of money from the public to keep them in its custody for safety. Thus, it deals in credit, i.e., it creates credit by making advances out of the funds received as deposits to needy people. It thus, functions as a mobiliser of saving in the economy. Commercial banks usually give short-term loans and advances. The commercial banks in India are governed by the Indian Banking Regulation Act (1949) brought up to date to include additional rules thereto. Under the law, commercial banks are not supposed to do any other business, except banking.
2.13.4.1. Types of Scheduled Commercial Banks

In terms of ownership and function, scheduled commercial banks can be classified into four categories (Pathak, 2004):

(a) Public sector banks

(b) Private sector banks

(c) Regional rural banks

(d) Foreign banks in India

(a) Public Sector Banks

Public sector banks are banks in which the government has a major holding. These can be classified into two groups (i) State Bank of India Group and (ii) Nationalised Banks. SBI group includes State Bank of India and its seven associates. The State Bank of India holds the dominant market position among all Indian banks. It is the world's largest commercial bank in terms of branch network. With the amendment to the Banking Companies Act, public sector banks are now allowed to access the capital market to raise funds. This has led to a dilution of the shareholding of the government. The nationalised banks are a dominant segment in commercial banking. The bulk of the banking business in the country is in the public sector. Public sector banks have expanded their branch network and catered to the socio-economic needs of a large mass of the population, especially the weaker section and in the rural areas.
(b) Private Sector Banks

For over two decades, after the nationalisation of 14 larger banks in 1969, no banks were allowed to be set up in the private sector. In the pre-reforms period, there were only 24 banks in the private sector. The Narasimham Committee (1991) in its first report recommended the freedom of entry into the financial system. It stated that the Reserve Bank of India (1935) should permit the establishment of new banks in the private sector provided they conform to the minimum start-up capital and other requirements. The Committee also recommended that there should not be any difference in treatment between the public sector and private sector and any restrictions in operation in this regard should be removed. The Reserve Bank of India considered the above recommendations and allowed banks to be set up in private sector. The Reserve Bank of India guidelines on entry of new private sector banks observed that while recognising the importance and role of the public sector, there is increasing recognition of the need to introduce greater competition, which can lead to higher productivity and efficiency of the banking system. These new banks have brought in state-of-the art technology and aggressively marketed their products. These banks reported profits in the very first year of their existence. The public sector banks are facing a stiff competition from the new private sector banks. The guidelines for entry of new banks in private sector were revised in January 2001. There are 31 private sector banks in the banking sector: 23 old private sector banks and 8 new private sector banks (www.rbi.gov.in).
(c) Regional Rural Banks

A new category of scheduled banks came into existence in 1995 when 6 Regional Rural Banks (RRBs) came into existence under the Regional Rural Banks Ordinance, 1975. This ordinance was promulgated by the Government of India on September 26, 1975. The major objective of setting up RRBs was to develop the rural economy by proving for the purpose of development of agriculture, trade, commerce, industry, and other productive activities in the rural areas, credit and other facilities, particularly to the small and marginal farmers, agricultural labourers, artisans and small entrepreneurs.

(d) Foreign Banks in India

Dr. Manmohan Singh introduced liberalization in 1991 and foreign banks are allowed to have their presence in the nation, which led indigenous banks to be competitive and emphasis is placed on better and satisfactory customer services. After setting up the foreign banks, the banking sector in India become more competitive and efficient. Foreign banks always brought an explanation about the prompt services to customers, latest technology and latest banking practices. Government has come up with a road map for expansion of foreign banks in India. Some of the foreign bank operating in India are ABN-AMRO Bank, Abu Dhabi Commercial Bank, Bank of Ceylon, Citi Bank, China Trust Commercial Bank, Deutsche Bank, HSBC, JP Morgan Chase Bank, Standard Chartered Bank, Scotia Bank, American Express Bank Limited, DBS Bank Limited, Barclays Bank and the like.
The types of scheduled commercial banks, major shareholders, and major players have been depicted in the following table:

### Table no.- 2.3: Types of scheduled commercial banks, shareholders, and players

<table>
<thead>
<tr>
<th>Scheduled Commercial Banks</th>
<th>Major Shareholders</th>
<th>Major Players</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Sector Banks</td>
<td>Government of India</td>
<td>State Bank of India, Punjab National Bank, Canara Bank, Bank of Baroda, Bank of India etc.</td>
</tr>
<tr>
<td>Private Sector Banks</td>
<td>Private Individuals</td>
<td>ICICI Bank, HDFC Bank, AXIS Bank, Federal Bank, Yes Bank etc.</td>
</tr>
<tr>
<td>Foreign Banks</td>
<td>Foreign Entity</td>
<td>Standard Chartered Bank, Citibank, HSBC, BNP Paribas etc.</td>
</tr>
</tbody>
</table>


2.13.4.2. Functions of Scheduled Commercial Banks

The central functions of scheduled commercial banks include: *acceptance of deposits* and *lending of funds*. For centuries, banks have borrowed and lent money to business, trade, and people, charging interest on loans and paying interest on deposits. These two functions are the core activities of banking services. Besides these two functions, banks have some other functions also. Mathur (2008) has highlighted the following functions of commercial banks.

(a) Accepting Deposits

The most important function of a commercial bank is to accept deposits from public. The money collected from the public is preserved by banks and interest
will be paid by the banks. The depositors are benefited and their amount of money is safe at the banks. The banks can earn a sum of money on the amount collected by them. The banks create credit on the basis of deposits. The banks have introduced different types of deposits such as fixed deposits, current account, savings bank account, money multiplier account, recurring deposits and other accounts to suit the various requirements of the depositors.

(b) Advancing of Loans

The second major function of the commercial bank is to advance loans. The banks advances loan more than the amount of deposits, because all the loans are not withdrawn immediately. Thus the loan creates deposits. The bank creates loans and loans create deposits, while advancing loans, the bank gives priority to safety, liquidity and profitability.

(c) Agency Services

The commercial banks render service to the individual or to the business institutions as an agent. The banks collect and pay their cheques on behalf of the customer. The banks purchase and sell on behalf of their customers. It collects subscriptions, rents, income tax, and insurance premium of their customers. The banks also collect the interest and dividend of the customers.

(d) Other Functions

Other functions of banks involve a number of miscellaneous functions. The banks act as a catalyst, under writers and mediators of customers. Banks collect various information and statistics of the nation. Banks protect the valuable ornaments,
jewels, documents deeds for safety custody. The banks also help in foreign exchange market.

2.13.5. Different Banking Channels

Recent policy guideline of RBI have emphasized heavily on the computerization of all the bank branches in India. RBI has also issued guidelines regarding the introduction of core banking facilities in all bank branches operating in India (www.rbi.gov.in). RBI has initiated certain measures for improving the payment and settlement system. These measures include introduction of Electronic Funds Transfer (EFT), Real Time Gross Settlement System (RTGS), Centralised Fund Management System (CFMS), Negotiated Dealing System (NDS), Structured Financial Messaging Solution (SFMS), Delivery vs. Payment (DVP) system. Electronic Clearing Services, Very Small Aperture Terminal (VSAT) Network (ATM/Smart/Credit Cards), and RBINET. Dutta and Singh (2009) have highlighted the different channels of commercial banks of banking services in the following table:

<table>
<thead>
<tr>
<th>Channel</th>
<th>Function</th>
</tr>
</thead>
<tbody>
<tr>
<td>Branch</td>
<td>A branch, banking centre or financial centre is a retail location where a bank or financial institution offers a wide array of face-to-face service to its customers.</td>
</tr>
<tr>
<td>ATM</td>
<td>Automated Teller Machines (ATMs) is a computerized telecommunications device that provides a financial institution's customers a method of financial transactions in a public space without the need for a human clerk or bank teller. Most banks now have more ATMs than branches, and ATMs are providing a wider range of services to a wider range of users.</td>
</tr>
</tbody>
</table>
Mail is part of the postal system which itself is a system wherein written documents typically enclosed in envelopes, and also small packages containing other matter, are delivered to destinations around the world. This can be used to deposit cheques and to send orders to the bank to pay money to third parties. Banks also normally use mail to deliver periodic account statements to customers.

Telephone banking is a service provided by a financial institution which allows its customers to perform transactions over the telephone. This normally includes bill payments for bills from major billers (e.g. for electricity).

Online banking is a term used for performing transactions, payments etc. over the Internet through a bank, credit union or building society's secure website.

Mobile banking is a method of using one's mobile phone to conduct simple banking transactions by remotely linking into a banking network.

Video banking is a term used for performing banking transactions or professional banking consultations via a remote video and audio connection. Video banking can be performed via purpose built banking transaction machines (similar to an Automated teller machine), or via a video conference enabled bank branch.

Source: Dutta and Singh (2009)

2.13.6. Importance of Scheduled Commercial Banks

Finance is essential for the development of industry in a particular area. It is the nerve centre of the economy. The commercial banks play an important role in the creation of an economy. Babu (2006) has emphasized the following factors that will help us to understand the importance of the banking sector in an economy.

(a) It increases productivity of the economy,

(b) It is helpful to industry and trade,

(c) It helps in maximum utilisation of limited funds,

(d) It helps in expansion of business activities,
(e) It is helpful for reducing the regional disparities,
(f) It helps in cultivate savings habits of customers,
(g) It creates credit,
(h) It is helpful for capital formation of the economy,
(i) It is helpful for economic development of the country.

2.14. EMERGING STUDY AREAS OF STRESS

2.14.1. Information Technology (IT) Sector

Khosrowpour and Culpan (1989-90) observed that, computer professionals experienced greater techno stress in their jobs and environments. They opined that such techno stress is not at all likely to disappear in the foreseeable future.

Robert Glass (1997) in an article, “The Ups and Downs of Programmer Stress”, observed that programmer stress as being “extremely common and extremely problematic” and points out that “deep thinking is easily affected by stress”.

Kaluzniacky (1999) conducted research on “Work Stress Factors among Information Systems Professionals in Manitoba”. The IS workers are faced with rapidly and continuously changing technologies and methodologies, that cause stress among workers. While technological change has had an impact on individuals in many professions, this change is even more immediate, more direct for the IS worker. The workers often forced to change working languages, equipment, and even entire development paradigms amidst comprehensive re-structuring with its initial ambiguities and amidst ever increasing demands.
Jenkins (2001) in another research “Managing Stress at Work” outlined number of factors that contributed stress in work places. Longer working hours, development in information technology, decrease in leisure time and less sleep and travel pressures caused stress among the employees.

Rajeswari and Anantharaman (2003) in their study on “Development of an instrument to measure stress among software professionals: Factor analytic study”, investigated the sources of negative pressure among software professionals. In another study by Rajeswari and Anantharaman (2005) on “Role of Human-Computer Interaction Factors as Moderators of Occupational Stress and Work Exhaustion” revealed that IT professionals have long work hours with different time zones, total team work, task to be completed on deadline with perfection as per client needs, and all these contributed to occupational stress.

Sharma, Khera and Khandekarin (2006) in their paper entitled “Computer Related Health Problems among Information Technology Professionals in Delhi”, found more on visual stress and musculoskeletal symptoms, initially being mild and temporary and later with increasing years assuming more intense and permanent nature. It also found that computer related morbidity had become an important occupational health problem and of great concern.

Latha, Panchanatham and Ramakrishnan (2008) in their paper, “Sources of Stress for Software Professionals”, highlighted that job attitudes, organizational culture, long work hours and lack of time management skills are the highly influencing factors of stress among software professionals. Other factors like fast changing technology, criticism or misunderstanding by spouse and lack of career
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development opportunities have meagre influence in creating stress among the professionals. The study suggests that facilitating work environment; opportunities for professional skill development, healthy eating habits and implementing exercise in the daily work routine are some means of reducing stress.

Sumangala, Nagendrababu, and Lancy (2009) in their paper entitled “Relationship between age and occupational stress among IT employees”, attempt to assess the occupational stress among employees of Information Technology employees of different age groups in Mysore and Bangalore city. The hypothesis governing the study was employees from different age groups differ significantly in their occupational stress. Higher the age lower would be the stress. For the purpose of data collection stratified random sampling was adopted; a total of 600 (476 men, 124 women) respondents (40 top level employees, 154 middle level employees and 406 lower level employees) has taken and Occupational Stress Index (OSI) by Srivastava and Singh (1981) was administered to assess the level of stress among the three groups. The results of the study revealed that the sample had moderate levels of stress in total occupational stress. There are significant differences between different age groups, in subscales-responsibility for persons, under participation, powerlessness and on subscales like, role overload, role ambiguity, role conflict, unreasonable group and political pressure, poor peer relations, intrinsic impoverishment, low status, strenuous working condition and unpredictability non-significant differences were observed. The main causes of stress among the
employees were new working environment, time pressure, long working hours, tight schedules and time deadlines to meet the objectives.

Singh, Ghosh and Dutta (2010) measured the causes of occupational stress among the software professionals, effects of stress on employee health and their personal life and impact of stress on work life of IBM Gurgaon. Results of data analysis provided evidence that deadline of completion of work, work as per client’s need, criticism of team leader, role overload, role conflict, lack of career development opportunities, resource inadequacy and long working hours are the highly influencing factors of stress among the software professionals of IBM Gurgaon. Causes of stress shows adverse affect on health. It increases visual stress, musculoskeletal symptoms, powerlessness, lack of energy, and lack of sleep. Stresses also snatch the peace of life by increasing misunderstanding between spouses, and finally the pleasure of life. It was also revealed that tremendous pressure of work hampers the initiative of the employees, cooperation among workforce, job dissatisfaction, decision making abilities, creativity of the workforce and the productivity of the organization.

2.14.2. Educational Sector

Fimian (1986) in his study revealed that the variables associated with teacher stress and burnout are role problems, loss of control, isolation, dissatisfaction with salary, role overload, role ambiguity and lack of administrative support.

Upadhyay and Singh (1999) conducted a study on “Experience of Stress: Differences between college teachers and executives”, and found that the executive as well as the teachers experienced a moderate level of stress, the
executives experienced more stress than the teachers. The results revealed a significant difference between these two groups on the experience of stress due to factors such as role overload, intrinsic impoverishment and status variable.

Kyriacou (2001) conducted a study on relationships between biographical variables and occupational stress of staff members in catholic primary school. The study revealed that occupational stress is the experience of negative feelings such as fermentation, worry & anxiety perceived to arise from work related factors.

Assadi (2003) conducted a study on 86 managers of physical education organizations to evaluate job stress at two levels: organizational and managerial. The major findings of the study are:

(a) Development of human resource, maximum pressure for work quality, job importance, time pressure and bonus were found to be the most intensive job stress factors. This means that lack of logical relation between job and bonus, lack of praising good work, sufficient salary, development of colleagues and employees’ capabilities and lack of responsibility leads to higher job stress.

(b) Management method, cooperation, role ambiguity and responsibility against employees’ acts were found to be minimum stress creating factors.

(c) Organizational structure was found to have significant positive correlation with management method, work trend, development of human resources and minimum use of power management.
Leemamol Mathew of University of Calicut (2005) in his study on “An Exploratory Study on Occupational Stress and Coping Strategies of Special Educators (those who teach the disabled) in South India” examined the major sources of academic stress. School structure and climate, home/work interface, relationship with other people, and intrinsic job factors are the important factors of stress. The effect of stress on special educators was health related problems—both physical and mental and job dissatisfaction. There was no organized method to redress the problem rising from occupational stress. As a result, the most commonly used coping strategies were social support, task strategies, and home/school relationship. The sources of stress as repeatedly reported were that of low salary - due to the subcontracting by the Government to NGO’s, job insecurity, work overload, and high teacher-student ratio.

Antoniou, Vlachakis, and Polychroni (2006) in their research revealed that female teachers experienced significantly higher levels of occupational stress than males. The most highly rated sources of stress referred to problems in interaction with students, lack of interest, low attainment and handling students with “difficult” behaviour. Female teachers experienced significantly higher levels of occupational stress, specifically with regard to interaction with students and colleagues, workload, students’ progress and emotional exhaustion. Younger teachers experienced higher levels of burnout, specifically in terms of emotional exhumation and disengagement from the profession, while older teachers experienced higher levels of stress in terms of the support they feel they receive from the government.
John and John (2007) in their paper on “Occupational Stress of Catholic Primary School Staff: Investigating Biographical Differences” revealed that teacher’s occupational stress has been linked to absenteeism, turnover, and other negative organizational outcomes. The ‘stressfulness’ of schools, however, cannot be fully understood without the input or support of non-teaching staff. The sample consisted of 356 staff members of Catholic primary schools in New South Wales, Australia. Data were collected using a questionnaire survey. Multivariate analysis and comparison of means were employed to test research hypotheses. Biographical differences, particularly age, sex and position, were related to several aspects of occupational stress. The study revealed that male staff members experienced more general stress than their female colleagues.

Singh and Dutta (2011) measured the level of students’ stress of Assam University, according to gender, course and department wise. Findings of data analysis revealed that 70.52% of students are suffering from moderate level of stress, and both male and female students have the same average level of stress. As far as the course is concerned it has been observed that Graduate and Post Graduate students have almost the same average level of stress. As far as the department is concerned it has been observed that students of different department have different average level of stress. The students of Business Administration Department have higher level of stress than that of Computer Science Department. However, there is no significant difference in the stress of the students between Business Administration Department and Information Technology Department and between Computer Science Department and Information Technology Department. The important strategies adopted by the
students to mitigate the problem of stress are listening music, yoga/meditation, take time out, and self control etc.

2.14.3. Transportation Sector

Peter, Geibler and Siegrist (1998) in their research article “Associations of effort-reward imbalance at work and reported symptoms in different groups of male and female public transport workers”, based on ‘effort-reward hypothesis’, established that the risk of ill health is increased by an imbalance between effort and reward. Both these tests signify the correlation of stress with risk of psychiatric disorder and coronary heart disease. The researchers alarmed that work stress is associated with cardiovascular risk factors such as hypertension and hyper-cholesterolaemia as well as overt disease.

2.14.4. BPO Sector

Dhadda (1990) conducted a study on “A study of the relationship of role stress, job involvement and personality types in aviation and railway officials”. The sample consisted of 50 railway and 50 aviation officials. The main findings of the study are given below:

(a) Role overload caused maximum stress among railway officials and role ambiguity caused the least, whereas role erosion caused maximum and role overload caused minimum stress among aviation officials.

(b) Job involvement was found to be positively related to role stress. Higher the stress, higher was job involvement among the officials belonging to the two different organizations, i.e., railways and aviation.
The relationship between job involvement and role stress amongst the officials with Type-B personality was found to be positively significant.

Sudhashree, Rohit and Srinivas (2005) on "Issues and concerns of health among call centre employees", emphasized on Burnout Stress Syndrome (BOSS), which is the result of continuous noise pollution by way of sudden high frequency acoustic shocks and musculoskeletal disorders.

Shahnawaz (2006) in a study on "Occupational stress in call centers: Myth or reality", aimed to find out the role stressors and predictors of occupational stress in call centre employees of NCR of Delhi. The sample size of the study was limited to two hundred employees of different call centers both domestic and international. Results of the study indicate that role overload is the biggest source of stress for call centre executives followed by role stagnation, self-role distance and role erosion is the least source of stress for the executives. Multiple regression analysis found that nature of call centre (domestic/international), high P-O misfit, high affective commitment, different work roles, high dissatisfaction, low normative commitment, low salary and low time control as the important predictors of occupational stress of call centre employees.

### 2.14.5. Oil Sector

Jain, Jabeen, Mishra and Gupta (2007) conducted a study on "Job Satisfaction as Related to Organizational Climate and Occupational Stress: A Case Study of Indian Oil" to explore the influence of occupational stress and organizational climate on job satisfaction of managers and engineers working in Indian Oil Corporation Limited, Mathura, India. Data were collected from 158 employees of...
managers and engineers category with the help of Job Satisfaction Scale (Singh, 1989), Occupational Stress Index (Srivastava and Singh, 1981) and Organizational Climate Scale (Singh, 1989). The findings of the study revealed that managers scored significantly high on organizational climate scale than the engineers indicating that the managers are more satisfied due to the empowerment given to them. There were significant differences between managers and engineers of IOCL in terms of occupational stress, and thus engineers experienced higher degree of stress as compared to managers. The result also revealed that the managers who scored high on occupational stress were less satisfied with their jobs while the managers who scored low on, occupational stress had higher job satisfaction level.

2.14.6. Manufacturing Sector

Sen and Dasgupta (2008) did a field survey on “Labour under Stress: Findings from a Survey”, of labourers in organized manufacturing industry in selected pockets of Delhi, Gujarat, Haryana, Maharashtra and West Bengal during 2004-06 comprising a sample of 615 factory labourers. The findings of the survey indicated that there is no evidence on an improved labour status in terms of employment, wages, other benefits, and hours of work, job security or the ability to save. All these factors contribute to stress among the manufacturing labourers.

2.14.7. Other Sector

Kornhauser (1965) observed that unpleasant working conditions, the necessity to work fast, to expand a lot of effort, and working excessive and inconvenient hours were related to poor mental health.
Cooper and Marshal (1976) conducted a study and stated that occupational stress includes the environmental factors or stressors such as work overload, role ambiguity, role conflict and poor working conditions associated with a particular job.

Schlenker and Gutek (1987) emphasized the impact of stress in a large social service agency. They observed that role stress was associated with lower job satisfaction, lower work related self-esteem, and higher level of intention to leave the job.

Orpen (1991) observed that major sources of stress is derived from the occupational environment; proponents of this view tend to argue that role holders in certain occupation, irrespective of individual differences, are much more likely to experience stress. Here, the emphasis is on the individual demands of various jobs that have the capacity over a period of time to exhaust the physical and psychological resource of employees in the organization.

Olney (2000) in a survey report mentioned the areas that affected by stress were job satisfaction/morale (73.9%), courtesy (65.2%), accuracy (52.7%), and creativity (51.6%), cooperation (49.5%), organizational skills (46.3%), initiative (45.2%), productivity (42.8%), alertness (39.4%), decision making abilities (39.1%), and perseverance (35.5%). Olney in his report also analysed the organizational stress management strategies and highlighted that a number of stress management strategies are adopted in the organization to mitigate the problem of job stress. The important stress management strategies are insurance,
breaks, access for disabled, alternative schedules, employee assistance programs, wellness programs, stress management seminars/classes, and training programs.

Schorr (2001) reported that stress cause problems in the workplace which negatively influence employee health and organizational productivity. Stress can initiate inconvenience for instance job dissatisfaction, alcoholism, absenteeism, physical ailments, and poor job performance. Schorr recommended that a stress inventory, available from a stress-management program, can assist executives and managers in assessing employee stress. The inventory can recognize the stressors, which may include physical elements as well as other factors. Once these stressors have been assessed, the program can provide the required skill for coping with the problems, and participants can learn that there are alternative ways of reacting to stress.

Foster (2002) surveyed mid-level managers and emphasised that stress is a major determinant in worker productivity and the primary areas affected by stress are employee morale, absenteeism, and decision making abilities.

Harold and Wayland (2002) reported that increasing stress affects morale, productivity, organizational efficiency, absenteeism, and profitability for both individuals and the organization.

Maurer (2002) observed that stress-induced illnesses are prevalent in the workplace and stress is the problem of the sufferer and the employer. It causes absenteeism and lead to other problems such as drug addiction, alcoholism, depression, and poor job performance.
Emsley (2003), in their research study revealed that multiple goals and managers' job-related tension and performance suggested that job-related tension and performance deteriorate as managers pursue multiple goals although the relationship seems to be non-linear.

Manshor, Fontaine and Choy (2003) has made an attempt to examine the sources of occupational stress among Malaysian managers working in multi-national companies (MNCs). It was found that workloads, working conditions, and relationship at work were the main concern of the managers that lead to stress at the work place. The results also indicated that certain demographic variables do influence the level of stress among managers.

Chandraiah, Agrawal, Marimuthu and Manoharan (2003) did a study on “Occupational Stress and Job Satisfaction among Managers”, in large scale industries in Calcutta, and observed that job becomes less satisfying under excessive stress and their expected intrinsic and extrinsic needs are not fulfilled. It was found that age plays a vital role to test the correlation between occupational stress and job satisfaction level and suggested that senior level officers have a decreased stress level and increased satisfaction as compared to the middle level officers.

Michael Marmot (University of London, UK) conducted a study and revealed that individual perception play a role in occupational stress that different employees perceive and react differently in given situation of work environment, some with high stress levels and some with low or even do not.

Berg et. al. (2006) in a study of Norwegian police observed that the prevalence of subjective health complaints was relatively high and was mainly associated to job
pressure and lack of support. Males showed more depressive symptoms than females. All stress factors on frequency were positively associated to the burnout dimensions, depersonalization and emotional exhaustion, except work injuries.

Kulkarni (2006) in an article “Burnout” said that rapid change of the modern working life is associated with increasing demands of learning new skills, need to adopt to new types of work, pressure of higher productivity and quality of work, time pressure and hectic jobs are increasing stress among the workforce. Further he added that privatization and globalization has ignited mergers & acquisitions, and precarious employment has critically affected the domestic industry.

Rehman (2007) in his paper entitled “Occupational stress in private and public organizations in Pakistan”, aimed to check relationship between occupational stress and managerial relationships of an organization as well as stress in private and public organizations. Results of the study showed that management-employees’ relationship was not strongly correlated. Long working hours, work overload and pressure, lack of control over work, lack of participation in decision making, poor social support, unclear management and work role and poor management style are the important factors of occupational stress. It also showed that there is more stress in software sectors, pharmaceutical company, telecommunication sector, bank, and welfare organizations.

Vokic and Bogdanic (2007) measured the occupational stress levels among different categories of employees working in Croatian enterprises. Findings of the study revealed that there is a relationship between age, marital status, parenthood, number of children and hierarchical level, and the way stress is perceived, while gender, department and working hours were not related to it. The research integrated a broader set of antecedent variables which enable a better
understanding of the demographic and work factors that lead to occupational stress.

Neelakandan (2009) in his study measured the level of occupational stress of employees working in public and private sector organization. The results of the study revealed that employees differed in respect of role stress variables. It is observed that private sector employees have high role overload and role ambiguity than that of public sector employees. Neelakandan recommended that organizations should conduct training programme on advanced technology and stress management, work schedules according to the employee’s skill, flexible work time, develop better organizational climate and, effective communication system.

Kaur and Kaur (2009) examined the level of role stress among the employees of Punjab State Electricity Board and revealed that among the different hierarchical levels stress is found to be higher in the case of assistant engineers and junior engineers. Level of stress was highest in the case of distribution organization and lowest in design and office organization. The main role stressors causing varying amount of stress were inter-role distance and role erosion.

Singh and Dutta (2010) in a review paper on “Global economic crisis and stress on employees” highlighted that the severity of the financial meltdown has created severe crisis amongst employee’s creating a high degree of stress. Downsizing, layoffs, salary cuts, mergers and bankruptcy were the common practice of HR Department which adversely affected the physical and mental health of employees leading to a high degree of occupational stress.
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